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April 1918



The SCIENCE OF BUSINESS

BEING

The Philosophy of Successful Human Activity
Functioning in

BUSINESS BUILDING
OR
CONSTRUCTIVE SALESMANSHIP

By

ARTHUR FREDERICK SHELDON



LESSON ONE
A GENERAL SURVEY—FUNDAMENTALS

CHICAGO, U. S. A.

1917

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FOREWORD

THE object of this course of study, The Science of Business or The Philosophy of Successful Human Activity, is to assist men and women to become masters in their chosen line of work.

While indifferent to the Success problem, man remains indifferent to the question of developing himself for higher efficiency.

He therefore does not study.

The student has grasped the fact that applied knowledge is power. He studies men and affairs, books and environment.

As the student gains knowledge and becomes able to apply it effectively he becomes an adept at whatever he is doing.

The adept is an artist, that is, he displays skill in the doing of things.

Finally, as the doing of the right things in the right way at the right time becomes a habit with the adept, he becomes a master at his work.

No master ever became a master until he was first an adept.

No adept ever became an adept until he was first a student.

No student ever became a student until he

aroused himself from the coma of indifference, climbed out of the bed of "what's-the-use-itiveness," cancelled his membership in the "I can't" brigade, and migrated from the "I don't care" colony.

The reason that there is so much room at the top is because there are so few masters.

There is no greater lever for the lifting of the race in efficiency to mastership than science, or organized facts.

That there are many known facts pertaining to the development of efficient effort in Business Building or Constructive Salesmanship goes without saying.

That these facts can be and have been successfully organized in the Science of Business will become apparent to the student.

This work of organizing Nature's laws related to her basic principle of success in business really marks a new era in commercial life. It elevates business to the rank of a profession, for a profession is a science practised.

Students of this, the latest product of the Sheldon School, are particularly fortunate in receiving what is really the fifth edition of the Science of Salesmanship now ripened into the Science of Business or The Philosophy of Successful Human Activity.

Our patrons of the various courses published by the Sheldon School now number about eighty thousand.

Many of these have given generous and helpful suggestions, and the author takes this occasion to thank them and also to express his gratitude to his associate editors and co-workers for the devoted and excellent work which they have contributed to the giving to the world this The Science of Business.

That each student may work as earnestly and faithfully to the end of mastering and applying the principle upon which the Science is founded and the natural laws related to it, as our patrons and co-workers have in helping to build it, is the author's earnest hope.

As to the work of the author, it has indeed been a labor of love, and with high hopes he now dedicates it to all earnest seekers for Mastership in Efficiency.

Sincerely,

THE AUTHOR.

LESSON ONE

A GENERAL SURVEY—FUNDAMENTALS

CHAPTER I

DEFINITIONS

THE separate terms entering into the title, "The Science of Business or The Philosophy of Successful Human Activity Functioning in Business Building or Constructive Salesmanship," are defined as follows:

Science is organized facts.

Business is busy-ness—human activity—that which busies one as his regular vocation or occupation.

Philosophy is the science of effects by their causes.

Success is the progressive realization of a worthy ideal.

Business Building or Constructive Salesmanship is the art of securing progressively profitable patronage conditioned upon the Principle of Service.

CHAPTER II

THE FIRST STEP: GETTING ACQUAINTED WITH THE SCIENCE OF BUSINESS

THE province of this science and of the philosophy which underlies it is the study of Nature, to the end of the discernment, statement and logical arrangement of her basic Principle and the natural laws related thereto which underlie and govern the art of profitable distribution.

Nature is a vast mine of truth.

Among other universal truths is one principle and many laws related to both individual and collective success in the art of profitable distribution which is attained and maintained through the art of securing progressively profitable patronage.

These universal truths can be discovered and classified by those who successfully bore with the drill of inductive and deductive reasoning, separate in the crucible of analysis, examine with the microscope of the perception of likeness and difference, test with the acid of experience, and then put each precious nugget of truth in its place with the implement of synthesis.

Where, for the scientific mind, so fascinating a mine in which to delve!

Where so pleasurable and indeed so profitable a study for the student as the viewing and reviewing of the collected treasure!

The seven facts underlying the science. Seven facts made possible the formulation of the Science of Business or the Philosophy of Successful Human Activity. They are as follows:

First. Four basic factors, and only four, are present in each and every instance where human relationships are consummated and maintained.

Second. One fundamental principle exists, governing the securing of progressively profitable relationships in life.

Third. Four primary laws, each related to the one fundamental principle, exist.

Fourth. Many tributary laws, each related directly or indirectly to the four primary laws, exist.

Fifth. Science is organized facts; and the one fundamental principle, the four primary laws, and the many tributary laws are all facts—natural truths, as certainly as is the law of gravity.

Sixth. The one principle, the four primary laws, and the many tributary laws all pertain—are related directly or indirectly—to the four basic factors entering into life's relationships, and these can therefore become organized or classified around these four factors.

Seventh. The formulation of the Science of Business was therefore and thereby made possible. Every claim will be proved by the powers of pure logic and accepted by all whose minds are capable of reason and whose judgments are unaffected by prejudice.

The facts of this Science are not the ideas of any individual alone. Neither are they ideas peculiar to any given nation. Science rises above individuals and nationalities. Two plus two equals four the world over. The square of the hypotenuse equals the sum of the squares of the other two sides of the triangle in every nation. The law of gravity operates with equal certainty in London and in New York, in Berlin and in Tokyo, in Paris and in Peking, at the North Pole and at the South Pole.

Nature's truths are universal in their application.

Nature's laws always were, are now, and always will be.

Finally, the author's counsel is for the student to refrain from looking upon scientific truth as being in any way theoretical.

Theory is speculative, and any statement at all speculative has no place in science. The only province of theory in its relation to science is that of a working hypothesis to demonstrate a truth.

When a truth is demonstrated it is no longer a theory; it becomes a proved fact.

Until tested by the acid of experience and found to be true, it has no place in science.

The one principle upon which this Science is founded, the four primary laws, and the many tributary laws, which as a whole form the Science, are all **tested** truths. They are truths which you yourself can demonstrate in the laboratory of your own life.

If at any time in the course of our educational journey we presume to wander from the path of tested truth and enjoy a sidetrip excursion into the fairyland of speculative theory, we shall tell you frankly where you are and why.

That which we propound as integral parts of the Science of Business or the Philosophy of Successful Human Activity you can rely upon as certainly as the chemist can rely upon the science of chemistry or the astronomer upon the science of astronomy.

Give, then, to this Science the same degree of respect and confidence that the chemist gives to chemistry and your reward will be exceeding great.

The end in view. The object of this Science is to assist men and women to become masters, each in his or her chosen line of work.

The twentieth century is distinctively a century of science. It is high time that the searchlight of science be thrown upon the problem of successful human activity as functioning in constructive salesmanship.

This is true by reason of the fact that success in the sense in which that term is used in this science—namely, the progressive realization of a worthy ideal, hinges right there.

It hinges upon Business Building, or Constructive Salesmanship—the art of securing progressively profitable patronage conditioned upon the principle of Service.

The percentage of those who truly succeed is lamentably small. We owe much to our great insurance companies for uncovering facts which cannot fail to be of real interest to all thinking people. The following is quoted from **Money Matters**:

WHAT PERCENTAGE OF INDIVIDUALS SUCCEED

Big insurance companies have an uncanny way of using statistics to show just what is before the average individual, not only in the matter of life expectancy but also as to future financial resources. And figures, especially those worked out in accordance with the law of averages—don't lie. On the authority of one such company it is said that out of one hundred average healthy men of twenty-five, at sixty-five,

54 will be dependent upon relatives, friends or organized charity;

36 will be dead;

5 will still be earning their daily bread;

4 will be wealthy;

1 will be rich.

The efficiency of the best of systems depends upon the efficiency of the individuals back of each system. The success of an institution is but the sum of the successes of the individuals engaged in its service. If everybody, in any given business

organization, from porter up to president, is succeeding in a large way in his individual capacity, then the business house as a whole will be a success.

As it is, the failure of the lamentably high percentage of individuals to succeed is reflected in the failure of the aggregate of individuals, the institution. In this regard the Hon. Edward N. Hurley of the Federal Trade Commission says:

WHAT PERCENTAGE OF CORPORATIONS MAKES MONEY

Leaving out of consideration the banking, railroad, and public utilities corporations, and referring only to those that have to do with trade and industry, we find that there are about 250,000 business corporations in the United States of America.

The astonishing thing is that over 100,000 of these report no net income whatever.

In addition, 90,000 make less than \$5,000 a year.

Only the 60,000 remaining—the more successful ones—make \$5,000 a year and more.

Does this not demonstrate the need of a most thorough study of our industries as a basis for remedying these conditions?

Does it not also show the necessity for better accounting methods and business practice?

We believe that every student of this Science will agree with the Hon. Edward N. Hurley when he asks these significant questions.

If each and every individual were to become a master in that particular part of the world's work which is his to do, there would be a radical revolution in the statistics above quoted.

All reform as to commerce or as to any other phase of human activity rests, in final analysis, with the individual.

The cause of failure is inefficiency.

The remedy for existing evils lies in the evolution of the efficiency of the individual.

Four grades of people. Careful analysis reveals the fact that in every vocation there are four grades of people, from the viewpoint of efficiency: (1) The indifferent; (2) students; (3) adepts; (4) masters.

These four classes may be illustrated as to their relative proportions by the diagram on page 14.

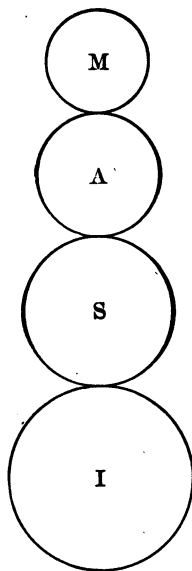
Man, while indifferent to the success problem, remains indifferent to the question of developing himself for higher efficiency. He therefore does not study.

As a rule, the indifferent man thinks more of the idle pleasure of the passing hour than of the problem of how to win life's rewards, the securing of which means happiness and success, the progressive realization of a worthy ideal.

Everybody is consciously or unconsciously seeking for happiness, but the vast majority fail to see the difference between temporary enjoyment and permanent happiness—between temporary seeming gain and permanent real profit.

By the student class we do not mean necessarily the "bookworms" of the world. We refer to the serious minded.

The problem of success is not a solemn problem, but it is a serious problem. The statistics above quoted should be sufficient evidence of this fact. Those who belong to the serious minded or student



class realize the fact that useful knowledge, when applied, is power. They are therefore students. They are receptive to truth, and welcome it from whatever source it may come.

As the student becomes able to successfully apply useful knowledge, he becomes an adept at whatever

he is doing. The adept is an artist; he is artistic in the doing of things.

Mastership may be defined as the doing of the right thing by the right man, at the right time, in the right place, in the right way, **in the right spirit.**

The road to mastership is through obedience to natural law in art or industry. It is through adeptship in business.

Habit is the tendency of the mind to do again that which it has done before.

It is easier for the right man to do the right thing, in the right way, at the right time, in the right place, in the right spirit the second time than it was the first. It is still easier the third time than it was the second.

When the habit of right doing in all the above-named particulars has become automatic, and is a matter of subconscious action, the adept or artist has arrived at mastership.

The reason there is so much room at the top is because there are so few masters. No one ever became a master until he was first an adept. No adept ever became a master until he was first a student.

No student ever became a student until he first roused himself from the sleep of indifference and came to prize permanent happiness more highly than temporary enjoyment.

No master ever became a master until he was

willing to pay the price of mastership, the price of intelligent and persistent effort to become one.

There is no greater lever for the lifting of the race to mastership in efficiency than science, for science consists of ascertained facts—natural truths—classified and organized.

That there are many facts—universal truths—pertaining to the development of efficient effort in human industry goes without saying.

That the vast majority of men do not develop anything like their maximum of possible power to render efficient service is apparent to all thinking people.

The late Professor James of Harvard stated, as a result of his investigation, that the average individual develops less than ten per cent of his brain cells and less than thirty per cent of his possible physical efficiency.

Is it any wonder, then, that about ninety-five per cent fail?

There is a principle in Nature, to live in harmony with which means success in the securing of progressively profitable patronage, and there are certain fixed and universal laws related to this principle which, obeyed, enable him who obeys them to bring his life into alignment with this principle and thus insure the securing of adequate reward.

That a certain definite principle of success **does** exist, and that natural laws related to it can and

have been discerned and organized, no one will doubt who will pursue these studies to the end, desiring to see the truth, and acting accordingly.

Summary

Chapters I and II

First. Science is organized facts.

Second. Business is busy-ness—human activity—that which busies one as his regular vocation or occupation.

Third. Philosophy is the science of effects by their causes.

Fourth. Success is the progressive realization of a worthy ideal.

Fifth. Business Building and Constructive Salesmanship are synonymous; they are the same art, namely that of securing progressively profitable patronage.

Sixth. The province of the Science of Business is the statement and logical arrangement of Nature's basic principle and the laws related thereto which underlie and govern the art of profitable distribution.

Seventh. There are seven facts underlying the Science, as follows:

1. Four basic factors are present wherever human relationships are consummated and maintained.
2. One fundamental principle exists.

3. Four primary laws related to the one principle exist.
4. Many tributary laws related to the four primary laws exist.
5. The one principle, the four primary laws and the many tributary laws are all natural truths.
6. The one principle, the primary and the tributary laws can be organized and classified around the four basic factors.
7. This makes possible the formulation of the Science of Business.

Eighth. Nature's truths are universal in their application.

Ninth. The one principle, the four primary laws and the many tributary laws are all tested truths.

Tenth. The object of this Science is to assist men and women to become masters.

Eleventh. Success is the progressive realization of a worthy ideal.

Twelfth. Success hinges upon constructive salesmanship or business building.

Thirteenth. The percentage of those who succeed is relatively small.

Fourteenth. The efficiency of systems depends upon the efficiency of individuals back of the systems.

Fifteenth. The success of an institution is the sum of the successes of the individuals engaged in its service.

Sixteenth. There are four grades of people from the viewpoint of efficiency.

Seventeenth. These are the indifferent, the student, the adept, the master.

Eighteenth. The great lever for lifting the race to mastership is science.

Nineteenth. The majority of men develop less than ten per cent of brain power and less than thirty per cent of physical efficiency. Hence, the many failures.

Twentieth. There is a definite principle in Nature and certain fixed laws related thereto, obedience to which insures the securing of adequate reward.

CHAPTER III

SCIENCE

THE chapter title above suggests that we are about to study a certain branch of science. The most practical question for us to first consider is, What is science?

The word science defined. The Oxford Dictionary tells us that the word science comes from the Latin word *scire*, "to know."

This and other eminent authorities tell us that science is knowledge of principles and causes.

Webster tells us that it is ascertained truth, or facts. The same authority tells us that science is established knowledge which has been systematized and formulated with reference to the discovery of general truths, or the operation of general laws.

The Century Dictionary tells us that science is knowledge gained by systematic observation, experiment, and reasoning.

Emerson says that science is the finding of analogy, identity, in the most remote parts.

Ruskin says in science you must not talk before you know.

From the foregoing definitions it is plain that while science has to do with knowledge, that knowledge must consist of facts.

The facts are realities, actualities, truths.

According to the Oxford Dictionary, "Knowledge in order to constitute fact must be something that has really occurred or is actually the case—a particular truth known by actual observation or authentic testimony as opposed to what is merely inferred, or a conjecture, or a fiction; the datum of experiment as distinguished from conclusions that may be based upon it."

Science has to do with laws, principles, causes, tested truths, all of which are Nature's facts—realities. Science has to do with **established** knowledge.

Science has nothing to do with theories or assumed knowledge—mere opinions or beliefs.

Knowledge, to be scientific, must have been tested by the acid of experience and found to be fact.

Again we see that the definition demands another requirement of knowledge if it is to constitute science; namely, it must be organized or classified. Webster expresses this thought when he says, "Science is literally knowledge, but most usually denotes a systematic and orderly arrangement of facts."

We may, therefore, accurately define science in two words—**organized facts**. Whenever we use the term science in this course of study the reader may know the exact sense in which we use it:

Science is organized facts.

Evolution of sciences. Underlying every science will be found the record of a great amount of observation and experiment from which facts have been established and laws and principles discovered.

In the Middle Ages or olden times there were but seven recognized sciences. Logic, rhetoric, and grammar formed one group of three; while music, arithmetic, geometry, and astronomy formed a group of four. Since those ancient days many other sciences have been evolved, until to-day the people engaged in nearly every line of human effort have a science to guide them in the form of established and organized facts—recognized laws and principles—facts established and proved by those who have preceded them in the same line of effort.

Commerce has been the latest of the great vocations of human activity to receive the benefit of science directly applied to its final function—distribution. It has been vastly benefited by the evolution of such sciences as chemistry and mechanics, but the chief function of commerce is distribution. And, in final analysis, Salesmanship is the art of profitable distribution. It is only within very recent years that any attempt has been made to throw the searchlight of scientific investigation upon this phase of human activity.

Until science steps in as guide and monitor, human activity in any line of effort is largely guesswork, and mere guessing is the road to failure.

Right here we find one reason why so many engaged in commercial activity fail.

All the sciences now known to man grew out of the practice of arts which in most cases had existed for many generations before the underlying laws and principles were discovered and organized, and the science underlying the art was evolved.

Thus alchemy, which was guesswork concerning the natural elements, evolved into the science of chemistry; astrology, which was guesswork concerning the heavenly bodies, evolved into astronomy, now sometimes referred to as the mother of all sciences.

Every science, too, is developed through an understanding of the laws and principles of related sciences.

Chemistry utilizes the laws of physics. Astronomy utilizes the laws of trigonometry; trigonometry utilizes the laws of geometry; geometry the laws of algebra, and algebra the laws of arithmetic.

The science of surgery involves a knowledge of anatomy, physics, chemistry, physiology, mechanics and other allied sciences.

Knowledge in the form of the science of agriculture demands a knowledge of chemistry, botany and other branches of knowledge.

The Science of Business considered as the Philosophy of Successful Human Activity functioning in Constructive Salesmanship involves fundament-

ally the study of four general branches of knowledge:

1. Man Building, or organized facts concerning the development of man power.
2. Knowledge of Human Nature.
3. Logic in its branches of Analysis and Synthesis.
4. Psychology.

Aside from these four branches of knowledge in particular, it is indebted to many other branches of science for the general truths which it has gathered, organized, and focused upon the broad problem of distribution.

This Science has grown out of a study of the principle and natural laws related to it governing the art of distribution, which art has existed since primitive man met man and began the exchanging of products to meet the necessities of existence. Art both goes before and follows after science. Art is the handmaid of science; science is the informer and teacher of art. Since science grows from the practice of art, it is important that we look carefully into the question, "What is art?"

This question will be answered in our next chapter.

Summary

First. The word science means "to know."

Second. Science deals with laws, principles and causes, ascertained truths or facts.

Third. Facts are realities, Nature's truths, things which are as they are because Nature made them so.

Fourth. Facts must be organized in order to take rank as science.

Fifth. Facts must be organized with reference to the discovery of general truths or the operation of general laws.

Sixth. The facts of science are discovered by means of systematic observation, experiment, and reasoning.

Seventh. Science has nothing to do with speculation, opinion, or mere belief.

Eighth. In olden times there were only seven recognized sciences.

Ninth. Many sciences have been evolved since that time.

Tenth. The art of distribution is the latest of the important vocations to receive the aid of science.

Eleventh. Science grows from the practice of art.

Twelfth. All sciences have grown in this way.

Thirteenth. Each science is dependent upon the laws and principles of other sciences.

Fourteenth. This Science has grown or evolved from the art of distribution.

Fifteenth. The knowledge of the Science of Business considered as the Philosophy of Successful Human Activity functioning in Constructive Salesmanship requires fundamentally the study of four other general branches of knowledge: Man Building, Human Nature, Logic, and Psychology.

CHAPTER IV

ART

IN Chapter III we learned what science is and how sciences are evolved or made.

But we are now to study a particular science, a specialized branch of knowledge—The Science of Business considered as The Philosophy of Successful Human Activity functioning in Business Building or Constructive Salesmanship. We shall first inquire what Business Building or Constructive Salesmanship is.

Business Building or Constructive Salesmanship is the art of securing progressively profitable patronage conditioned upon the principle of Service.

Art. Since Constructive Salesmanship is an art, the next question for us to determine is, "What is art?"

The word art comes from the Latin *ars*, meaning "skill." The Oxford Dictionary says that "art is skill in doing anything as a result of knowledge and practice," that it is "skill in applying the principles of a special science." This eminent authority tells us also that "art is skill displaying itself in perfection of workmanship; a practical application of any science."

Webster tells us that "art is the employment of means to accomplish some desired end." He says it is "skill in the adaptation of things in the natural world to the uses of human life," the application of knowledge or power to practical purposes.

He tells us that art is "skill, dexterity, or the power of performing certain actions, acquired by experience, study or observation; knack."

J. F. Gunning puts it this way: "While science is systematized knowledge, art is knowledge made efficient by skill."

Webster gives the following words as meaning the same thing as art: "aptitude, readiness, adroitness, profession, business, trade, calling."

Classes of arts. There are three general classes of arts:

1. The Useful or Basic Arts.
2. The Fine Arts.
3. The Liberal Arts.

Under the first heading come all those activities which have for their end the protection of life, including trade and manufacture.

Under the second come those arts which have to do especially with the beautiful and æsthetic, such as music and painting—all those activities whose end is to adorn life and give pleasure.

Under the third comes the application of the seven sciences recognized by the ancients as such and already referred to, plus literature, philosophy

and other branches of learning taught in our universities and classed among the liberal arts in modern times.

Constructive Salesmanship is a useful art. While all arts are "useful" in the sense of being beneficial, Constructive Salesmanship, since it has to do principally with trade and commercial industry, is technically classed among the useful arts. It is, in fact, the most useful of them all, the most necessary, for the reason that it has to do, among other things, with the distribution of the necessities of life, food, raiment, and shelter—without which man could not exist.

The relationship between science and art. From all this it is plain that science is organized facts, while art is the skillful application of facts.

At the same time that Ruskin said, "In science you must not talk before you **know**," he also said, "In art you must not talk before you **do**."

Art is therefore greater than science. It is the end to be sought.

This is true by reason of the fact that it is what one can **do** rather than what one **knows** that determines his usefulness and therefore his capacity for Service.

However, before one can **do** things **well**, he must **know how**. He must **know** facts before he can **apply** them.

Science is the door to the temple of High Art.

One may enter a temple by getting a ladder and climbing through a window. He may even climb to the roof and, cutting a hole therein, enter the temple in that way. The ready and efficient method of entering the temple, however, is by means of the door.

Until the Science of Salesmanship was written in 1902, and later the Science of Business Building, there was no ready-made door to the temple of High Art in Distribution. Every one had to climb through the window or cut a hole through the roof with the implements of personal experience, unguided by basic laws and principles or by universal facts discovered and classified by those who had gone before.

This is no longer true. The Science of Business or the Philosophy of Successful Human Activity functioning in Constructive Salesmanship is now a wide-open door to the temple of High Art in Distribution.

A word of caution. But be not misled into thinking that doing or performance on the part of him who would enter the temple is no longer necessary.

High art in anything can be attained in one way only, and that way is by practice—performance—repeated doing.

Art cannot be attained by the mere act of reading and studying, or by learning from others in any way.

Science can be so attained.

One can attain knowledge through study and observation, and by heeding the advice of others. But he can only attain art by putting into practice the knowledge gained through observation, study, heedfulness, and reason.

High art, then, or masterful efficiency in the doing of things, is the end to be sought, and science is merely the ready means to that end.

An old adage tells us that knowledge is power.

That is true, but all knowledge is not the right kind of power. Knowledge of how to murder or steal is not constructive power.

Until applied, no knowledge is more than static power.

Useful knowledge, when applied, is power of the right kind. But it must be applied in order to result in usefulness.

An illustration. The following narrative will illustrate what we mean by the statement that "Art cannot be attained by the gaining of knowledge alone."

A young man was once employed as bookkeeper in the office of an oil company. The manager wanted another salesman, in the specific sense of the term, one to market the products of the company. He selected the bookkeeper to fill the position, and proceeded to instruct him how to sell oil. He attempted to do it by telling the young man just what to say and how to say it. He told him

the exact words he should use when he approached his first prospective patron. He told him what the prospective patron would probably say in reply, and instructed the would-be salesman what to say in response to the prospective customer's imaginary reply. He wrote out the whole program, and the young man committed it to memory.

The young man started out, but soon came back with a disappointed look instead of an order. When the manager asked how he made out the young man replied, "I got along all right, but the other fellow didn't know his part."

Later this young man became a master salesman, a real success, but it was only after he had learned certain basic laws and principles and had applied them repeatedly in the school of life. His manager was a poor teacher.

The **what** to say and **how** to say it, the **what** to do and **how** to do it, in any given emergency, depend upon the person or persons engaged in the negotiations. They depend upon everything entering into environment.

Art attained through practice. The value of science as the door or entrance to the temple of High Art is illustrated by the following circumstance:

It is related that one of our leading universities once had a football team which during the early part of a certain year made a very poor showing. The coach in charge was a poor teacher; he, like

the manager of the oil salesman, tried to teach his raw recruits the **art** of football instead of the **science** of it. He tried to show each player just how to make each play, but he did not teach him the general laws and principles of the game.

The team was making such a poor showing, it was decided to get another coach. This was done. The new coach watched the team play a few moments and then stopped them. He called Barney aside—a big fellow who weighed about two hundred pounds and who had good football material in him, but who got bowled over every little while. The coach said, "I'll tell you what's the matter with you, Barney; you fail to place your feet right. Every now and then you get one foot in front of the other; when you do this, the opposing player can bowl you over from either side. At other times you get one foot at the side of the other—the opposing player can then bowl you over from front or rear. What you must do is to keep your feet in the form of a brace; you can then brace yourself against a player in front of or behind you, or on either side. To do this, always keep the idea of the brace in your **head**, and let it soak clear down to your feet."

The story goes that Barney followed instructions, and that the opposing players didn't "go through" him again for four years. He attained high art rapidly when once he obtained an understanding of

this and other fundamental laws and principles of football.

It is just so in playing the game of business. The way to attain high art is to gain a knowledge of the laws and principles and then apply them in practice.

The acquisition of high art in Business, therefore, while immensely hastened as to attainment by facts of science, cannot be ultimately attained in any other way than by practice.

The only way in which to attain high art is through practice in the school of life—the college of hard knocks.

Those who would attempt or pretend to teach the art side of distribution would thereby commit a grave error and by the very attempt prove themselves lacking in the spirit and the capacity of the true educator.

Science the ready means to the end sought. By all this frank statement of facts concerning art and the impossibility of attaining it through study alone, we must not be understood as decrying or belittling the value of science.

“There is no greater lever for the lifting of the race to mastership in efficiency than science—organized facts.”

More has been accomplished in the way of racial advancement and the attainment of mastership in efficiency in all our professions, arts and industry

in the last one hundred years than in all the previous centuries of history. Our railroads, the telegraph, the telephone, the phonograph, aerial navigation, and all the rest of the seeming miracles of modern times are the triumphs of science—organized facts.

Nature's forces are being conquered and harnessed and her powers made the servants of man through man's gradual understanding of her laws and principles and coöperation with them for useful ends.

Importance of the Science of Business. The Science of Salesmanship, The Science of Industrial Success, The Science of Service and The Science of Business Building from which this, The Science of Business, has been evolved, have already played an important part in the world's progress. They have influenced economic thought and the trend of thought toward practicability in the world of education. This influence has been, is now, and will continue to be constructive. This is true by reason of the fact that it does not seek to tell man what to do and how to do it, but rather what to be and how to become it.

Make the man right, and his work of building his business to greater and grander proportions will take care of itself.

And to the student as he proceeds with his studies, the truth will become more and more evi-

dent, that the life of business building is the business of life building; that the business of life building is the life of business building.

The Science and the Art of Business Building or Constructive Salesmanship Defined

From the facts already set forth we are now ready to define both the science and the art of constructive salesmanship.

Since science is organized facts and constructive salesmanship is the art of securing progressively profitable patronage conditioned upon the Principle of Service, it naturally follows that

The Science of Business Building or Constructive Salesmanship is organized facts underlying the art of securing progressively profitable patronage conditioned upon the principle of Service.

Since art is the skillful application of organized facts, it naturally follows that the art of constructive salesmanship is the skillful application of organized facts pertaining to the securing of progressively profitable patronage conditioned upon the principle of Service.

The application of Science. The following pages of this course of study will make plain to the true student of them the well organized facts, universal laws, and principles pertaining to the Science of Business.

It will teach the science of Business, not the art.

The attainment of high art by the student of this Science is strictly up to him or her, and the road to attainment is perfectly plain, is it not?

Apply—apply—apply! Apply each truth you learn.

Use initiative—the power to do things without being told.

Think! Think out ways and means whereby you can apply each fact as soon as it is gained.

Do not spend time thinking how the facts organized in this Science should be applied by some one you know, but apply them yourself, and to yourself.

Make your own life a laboratory for the demonstration of these truths, remembering always that knowledge, no matter how rich in usefulness, is never really useful, or more than static power, until applied.

If you would make your life dynamic you must apply the knowledge gained. There is no escape from it.

There is no other way, for the application of knowledge gained is as essential to the securing of progressively profitable patronage as is oxygen to water.

It is an essential element, and without it, success, the progressive realization of a worthy ideal, is an impossibility.

Summary

First. Constructive Salesmanship is the art of securing progressively profitable patronage conditioned upon the principle of Service.

Second. Art is skill in applying the principles of a special science.

Third. There are in general three classes of arts, namely: The Useful Arts; the Fine Arts; the Liberal Arts.

Fourth. Constructive Salesmanship is a useful art, for it has to do, among other things, with the distribution of the necessities of life—food, raiment, and shelter.

Fifth. Science is organized facts; art is the skillful application of facts.

Sixth. It is what one can do rather than what he knows that determines his usefulness and therefore his capacity for service.

Seventh. Science is the door to the temple of High Art. Before one can do well he must know how; he must know facts before he can apply them.

Eighth. The Science of Constructive Salesmanship is a wide-open door to the temple of High Art in Distribution.

Ninth. Art can be attained only by practice, performance, repeated doing.

Tenth. Science can be learned by study, by observation, and by heeding the advice of others.

Eleventh. Science is the ready means to the end sought, namely, masterful efficiency in doing things.

Twelfth. Until applied, all knowledge is merely static power.

Thirteenth. Useful knowledge, when applied, is power of the right kind.

Fourteenth. High art in Constructive Salesmanship cannot be attained in any other way than by practice.

Fifteenth. There is no greater lever for the lifting of the race to mastership in efficiency than science—organized facts.

Sixteenth. Man's conquest of Nature's forces, and the harnessing of these forces to his use and pleasure, are the triumphs of science.

Seventeenth. The Science of Business functioning in Constructive Salesmanship plays an important part in the world's progress, for it tells the man what to be and how to become it, rather than what to do and how to do it.

Eighteenth. The Science of Constructive Salesmanship is organized facts underlying the art of securing progressively profitable patronage conditioned upon the principle of Service.

Nineteenth. The art of Constructive Salesmanship is the skillful application of science in securing progressively profitable patronage conditioned upon the principle of Service.

Twentieth. If you would make your life dynamic, you must apply the knowledge gained.

CHAPTER V

FOUR BASIC FACTORS

IN Chapter II the fact is stated that four basic factors, and only four, are present in every instance where human relationships are consummated and maintained.

The truth of this statement is evident as soon as the fact is perceived that only four factors are necessary for the consummation of agreements between human beings.

What is a basic factor? This Science uses the word "factor" in the sense that Webster defines it when he states that a factor is "one of the elements, circumstances, or influences that contribute to produce a result; a constituent."

A basic factor is an element which is essential for forming a basis or foundation.

The basic factors which together form the basis for classifying facts pertaining to the securing of progressively profitable patronage are as essential to consummation or agreement in human relationships as are air, water, food, and warmth to human existence.

Just as human life cannot exist in the absence of any one of these four elements, so "agreement"

between human beings—"the meeting of their minds"—cannot exist in the absence of any one of the four basic elements which we shall always refer to as **basic factors**.

The four basic factors. These basic factors are as follows:

First. Some one to express himself; some one to negotiate; some one to attempt to establish human relationships.

Second. Some one for the first factor to communicate with; some one for the party expressing himself to express his thoughts to; some one to negotiate with; some one with whom the desired relationship can be entered into or established.

Third. The thing or subject concerning which the first factor communicates with the second factor; the thing concerning which the first factor expresses himself to the second factor; the thing or subject which the first factor negotiates with the second factor.

Fourth. The fourth basic factor is the meeting of the minds of the first factor and the second factor about the thing or subject concerning which they are communicating, expressing themselves, negotiating.

The first basic factor we shall always refer to as **the party of the first part**.

The second basic factor as **the party of the second part**.

The third basic factor as the thing concerning which the parties communicate.

The fourth basic factor as the meeting of the minds.

To recapitulate:

1. The party of the first part.
2. The party of the second part.
3. The thing concerning which the parties communicate.
4. The meeting of the minds.

These are Nature's four basic factors, necessarily present where human relationships are consummated.

When the four factors are present agreements are entered into and may become **secured**—made satisfactorily permanent on the law of averages.

If any one of the four basic factors is absent, then agreement—consummation of human relationships—is not possible any more than human life is possible in the absence of food, air, water or warmth.

Illustrations. The above facts are seen more clearly in the light of the following facts:

First. Salesmanship necessitates the presence of two or more parties. One man on a lonely island could not employ the art of Salesmanship. There must be others with whom to deal.

Second. Two or more people on a barren island with nothing concerning which they could negotiate could not do business. Salesmanship necessi-

tates not only the party of the first part and the party of the second part, but a third factor, namely, something concerning which the two parties can negotiate.

Third. A million people on an island where there were a million different things concerning which they could negotiate would not, however, necessarily be able to do business. In fact, no one of them could do business, even in the presence of factors No. 1, No. 2, and No. 3, if the fourth factor—the meeting of the minds—failed to materialize.

Three of the factors objective; the fourth a psychological element. Note carefully the following facts:

First. Three of the four factors in human relationships are generally objective. That is to say, they can be sensed by means of the physical senses, for (1) you can see the party of the first part; (2) you can see the party of the second part; (3) as a rule, especially in commerce, you can see the thing concerning which the two parties communicate.

Second. You cannot, however, see the fourth factor—the meeting of the minds. It is a mental thing, a psychological element. It is, nevertheless, just as essential for consummation in successful transaction of business or any other human relationships, as factors No. 1, No. 2, and No. 3. Unless it takes place, nothing is consummated; the process of consummation between man and man is not operative.

But there is no need of looking further for additional factors, for the simple reason there are no others.

These four things comprise all the basic factors entering into human relationships.

In the direct work of the personal salesman, the four factors are as follows:

1. The salesman.
2. The customer.
3. The goods.
4. The sale.

Take the case of a minister in the pulpit; he is the party of the first part, corresponding to the salesman. The members of the congregation are the parties of the second part, corresponding to the customer. The Christian religion constitutes the third factor, or the thing concerning which the two parties are communicating.

Just as there is no sale unless the mind of the salesman and the mind of the customer meet in common agreement, so unless the minds of the minister and of some one in the congregation meet, there is no salvation so far as the instrumentality of the minister is concerned.

Nature's laws. All Nature's laws of successful human conduct pertain directly or indirectly to these four factors.

Careful analysis will reveal to the student the presence of these four basic factors in every relationship of life where man communicates with man

with the result of successful consummation of negotiation or communication.

Thus do we see Nature's reason why there are but four primary laws related to her one principle.

Law No. 1 pertains to the party of the first part. It will be stated and explained in Lesson Three, and together with its tributary laws thus far discovered, elaborated in Lessons Three, Four, Five, Six, and Seven.

Primary Law No. 2 pertains to the party of the second part. It will be stated and elaborated in Lessons Eight and Nine.

Primary Law No. 3 pertains to the thing concerning which the two parties communicate. It will be stated and, together with the tributary laws related to it, elaborated and explained in Lesson Ten.

Primary Law No. 4 pertains to "the meeting of the minds" of the party of the first part and the party of the second part in common agreement. It will be stated and, together with tributary laws related to it, elaborated and the road to its application pointed out in Lessons Eleven and Twelve.

Primary Law No. 1 is Nature's rule of action or conduct which man must obey, or live in harmony with, in order to develop his constructive capacities, faculties, qualities, and powers.

Primary Law No. 2 pertains to the development of man's efficiency as a judge of human nature.

Primary Law No. 3 pertains to man's efficiency as to mastership of his particular business.

Primary Law No. 4 pertains to man's efficiency in the art of securing mental agreement.

The many tributary laws related to each of these four primary laws are Nature's rules of action or conduct,—the things which any one must do in order to:

1. Develop himself.
2. Become a good judge of human nature.
3. Master his business.
4. Apply his constructive faculties, qualities, and powers, his knowledge of human nature, and his knowledge of his business, to the end of creating and maintaining harmonious agreement with those with whom he comes in contact.

The Science analyzed. The Science of Business is therefore a statement and elaboration of:

1. The principle of Service.
2. The four primary laws of Nature above referred to.
3. As many of the tributary laws as we have been able thus far to discover.

The following diagram represents an analysis of the Science of Business:

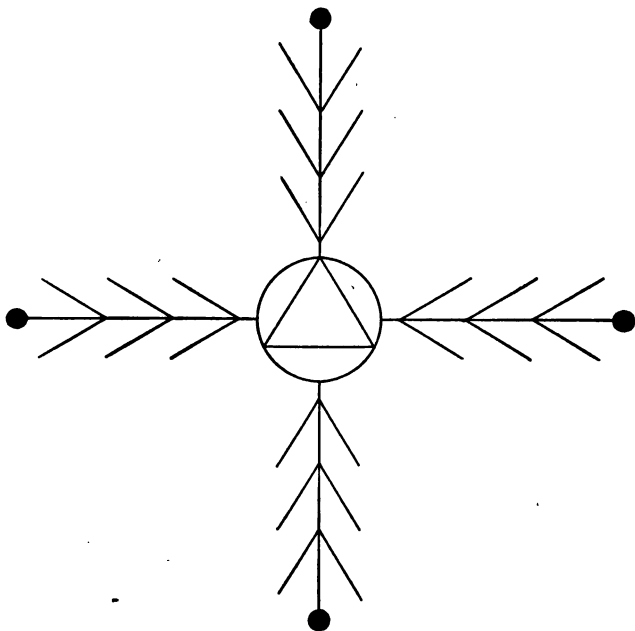
The four dots represent the four factors entering into life's relationships.

The four main lines represent the four primary laws.

The circle with the triangle represents the one

principle upon which the Science of Business is conditioned.

The triangle represents the natural elements entering into it, which will be explained in the proper place in the course of the unfoldment of the Science.



The small lines intersecting the four main lines represent Nature's tributary laws of successful human conduct.

Our program as to studies. To enable the stu-

dent to bring his life into harmony with the first basic law, we shall teach the Science of Man Building in its two branches of mind building and body building.

This is the science of the development of man's constructive capacities, faculties, qualities, and powers. It is the science of the development of constructive Man Power, the power which, applied, results in the securing of progressively profitable patronage.

To enable the student to bring his life into harmony with the second basic law we shall study Character Reading. Here we shall learn how to read the book of human nature as it is written in the faces, forms, actions, and colors of mankind. This is an important element of knowledge when applied in the art of securing progressively profitable patronage. It is a law of life that, other things being equal, the better the judge of human nature the more efficient the individual.

To enable the student to bring his life into harmony with the third basic law we shall study the science of Applied Logic. This embraces, first, Analysis—the science of separation into constituent elements or parts. The object of this is to enable the student to present all the points concerning the goods or services to be sold, in all their varied relationships to other things and to the needs of the one with whom the party of the first part is communicating.

In the second place the science of Applied Logic embraces Synthesis, or the science of reconstruction, applied in the art of logical representation of points or elements arrived at through analysis.

The laws of analysis and synthesis, when applied as laid down in this branch of the Science, constitute a potent element in the art of securing progressively profitable patronage.

As a means of enabling the student to bring his life into harmony with the fourth basic law we shall study Applied Psychology in its special relation to the problem of creating and sustaining mental agreement.

Summing up, then, our program of studies consists of:

1. The science of Man Building.
2. The science of reading human nature.
3. The science of Applied Logic.
4. The science of Applied Psychology.

Our studies in man building will begin with Lesson Three.

Before taking them up it remains for us to explain the exact meaning in which the Science of Business uses the following terms: (1) patronage; (2) securing; (3) progressively profitable, and (4) the principle of Service.

Pascal stated that any one who understands the definitions of geometry understands the science of geometry.

Business Building or Constructive Salesmanship is the art of securing progressively profitable patronage conditioned upon the principle of Service.

In our consideration of the terms above enumerated we shall first proceed with the consideration of the word "patronage."

This will be the subject of our next chapter.

Summary

First. Four basic factors, and only four, are present in every instance where human relationships are consummated and maintained.

Second. These four factors are:

1. Some one to express himself, to negotiate, to attempt to establish human relationships,—the party of the first part.
2. Some one for the party of the first part to express his thoughts to; some one to negotiate with, some one with whom the desired relationship can be entered into or established,—the party of the second part.
3. The thing or subject concerning which the party of the first part communicates with the party of the second part,—the thing or subject negotiated.
4. The meeting of the minds of the two parties about the thing or subject concerning which they are communicating or negotiating.

Third. These are Nature's four basic factors.

Where all four are present, agreements are entered into and may become secured—made satisfactorily permanent on the law of averages.

Fourth. Three of these factors are objective, that is, they can be sensed by the physical senses; but the fourth is a mental thing, a psychological element.

Fifth. These four things comprise all the basic factors entering into human relationships and in the direct work of the personal salesman:

1. The salesman.
2. The customer.
3. The goods.
4. The sale.

Sixth. All of Nature's laws of successful human conduct pertain to these four factors, directly or indirectly.

Seventh. Thus it will be seen there are four primary laws related to the one principle.

Eighth. There are many tributary laws—rules of action or conduct which must be known and obeyed to the end of creating and maintaining harmonious agreement with those with whom the salesman comes in contact.

Ninth. The Science of Business Building or Constructive Salesmanship comprises the statement and elaboration of:

1. The principle of Service.
2. The four primary laws.

3. Such tributary laws as have thus far been discovered.

Tenth. The program of studies consists of:

1. The science of Man Building, or the science of the development of man's constructive capacities, qualities, and powers.
2. The science of Reading Human Nature, in the interpretation of character, through temperament.
3. The science of Applied Logic, embracing analysis (the separation into constituent elements) and synthesis, as applied in the art of logical presentation of the elements or points gained through analysis.
4. The science of Applied Psychology in relation to the problem of creating and sustaining mental agreement.

CHAPTER VI

PATRONAGE

WE have now defined science. We have also defined art. We have gone further and defined a specific or particular art, and the science which underlies it.

The science which we are going to study is the Science of Business as it functions in Salesmanship.

We have found among other things that this science is the one which underlies the art of securing patronage.

Patronage and patron defined. Let us now consider facts about this word "patronage."

Webster tells us that one meaning of patronage is "business custom," and then he tells us that custom comes from a Latin word *suus*, meaning "one's own."

He tells us that custom means "frequent repetition of the same act; a way of acting common to many; habitual practice"; that it means "habitual buying of goods, the practice of frequenting a shop, manufactory, etc., for making purchases or giving orders; business support."

Then when Webster gets into the deeper mean-

ings of the word patronage he tells us that the word patron in its original root is derived from the Latin *pater*, meaning "father"; that a patron is "one who protects, supports, or countenances; a defender; one who encourages or helps a person, a cause, or a work; a furtherer"; and that patronage means "special countenance or support"; that is means "encouragement or aid afforded to a person or work."

The Oxford Dictionary tells us that the word patron in its immediate derivation comes from the Latin *patronus*, meaning "protector, defender," and defines patron as one who "lends his influential support to advance the interests of some person, cause, institution, art, or undertaking"; it defines patronage as "the influential support given by customers in making use of anything, established, opened, or offered for the use of the public."

All of the above statements are statements of fact,—facts which every one should study well, ponder over, and apply.

One likes to feel that one's customers or patrons are "one's own,"—that the custom of any given patron is going to be one of his permanent possessions, just like anything one really owns.

Whether engaged in commerce or in one of the professions, one likes to have his customer's or client's or patron's act of purchase a "frequent repetition of the same act." And one likes to have that way of acting "common to many."

One likes to have one's patrons make it an habitual practice to trade with him, to "give him their patronage."

To be specific, you like to have your patron or patrons make habitual the practice of buying your goods.

You enjoy having them engage in the practice of frequenting your shop, your manufactory—if you are in that line of "busy-ness"—for the purpose of "making purchases or giving orders."

You enjoy having them give you their "business support."

Every profitable patron you have is, in the broad sense, a "father" to you. He is giving you succor or support.

If you had no patron your effort would be without avail; your business would soon be dead.

Every profitable patron you have protects, supports, or countenances you.

You like to have him your defender when others malign or decry you, and this he will be if you fulfill your duties, obligations, and responsibilities as seller. If your Service is all that it should be, he will fight your battles for you.

Every profitable patron you have encourages and helps you, your cause, your work, your business, your profession. He gives you special "countenance or support." He favors you by trading with you, giving you his custom, his patronage.

But why so emphasize self-evident facts?

Because they are so largely overlooked by the vast majority of men.

Business, in the sense of commerce, is allegedly a cold-blooded affair. Until recently it was looked upon as a game of grab and greed,—a case of **get all you can and give as little as possible.**

Business was **barter**—the driving of bargains—the application of sharp practice.

Business Science would have all business men see the duties, obligations, and responsibilities of the seller to the buyer.

You, as seller, want—desire—the conditions and things as stated.

As a student of the Science of Business you shall come to see **with clearness** that to get the desired thing—patronage—you must look upon your patrons as the benefactors they are, and treat them accordingly.

You must learn the law that to **get** you must **give.** You must give right treatment, show appreciation, and go out of your way if necessary to please those who favor you with their patronage—your means of livelihood.

Every one has a patron. Every one in the world who is engaged in useful effort has a patron or patrons in the sense in which that term is used in this Science.

The depositor is a patron of the bank.

The client is a patron of the lawyer.

The patient is a patron of the physician.

The school board is a patron of the teacher.

The church is a patron of the minister of the gospel.

The patient is a patron of the dentist.

The builder is a patron of the engineer, the architect, the mechanic.

The customer is a patron of the salesman.

The buyer is a patron of the manufacturer, of the wholesaler, and of the retailer.

The employer is a patron of the employee.

Commerce a tide. Commercial life resolves itself into one thing—the eternal ebb and flow of selling and buying, buying and selling.

Human endeavor is the great ocean of life. The tide goes out and it comes in, and that is all it does; it is doing that all the time. The tide of commerce goes out from our farms and mines and forests, from our factories and stores and shops; its products go out in the ceaseless ebb of usefulness, supplying the needs and desires and satisfying the wants of humanity.

The human energy and effort of the physician, the lawyer, the minister, the dentist, the man in the shop, in the office, and on the farm—everywhere—is ebbing out in usefulness or Service, and there flows back to him the incoming tide of reward for the energy that went out—the goods, the Service delivered.

And the flow of revenue must come back to him who obeys the law—the laws—of Nature, in exact proportion to the energy of the ebb.

He who wants the flow strong must make his ebb in proportion.

This is a law of life. It is a fact in Nature.

Action and reaction are always equal.

Every one is a salesman. This brings us face to face with one of the most important and yet most generally overlooked facts in Nature,—that every one engaged in useful effort is a salesman.

It is said on good authority that ninety-five per cent of the people of the world are employed by the other five per cent. That is to say, five people out of every one hundred are in business for themselves, while ninety-five out of every one hundred are working for others.

The five per cent are buying the services of the ninety-five per cent.

The ninety-five per cent are selling their services to the five per cent.

This one fact alone places ninety-five per cent of the people of the world in the ranks of salesmen.

The employer and proprietor class, both commercial and professional, whether employing others or not, are in turn selling to their patrons either their services or the material product made by the combined effort of the ninety-five per cent and the five per cent.

The two facts above enumerated place everybody

in the world in ranks of the salesman. Yet, but few outside of the relatively small number engaged in the direct work of distributing merchandise realize this basic fact in Nature.

The vast majority of professional men, nearly all the people who work in factory, mine, forest, and on the sea; office people, officers of companies, and government employees—almost every one, in fact, unless employed to directly sell merchandise, not only does not realize the fact that he is disposing of something and therefore is securing patronage and hence is a salesman, but if told so will deny the fact.

Nature's facts remain facts, however, no matter how many entertain opinions and therefore false beliefs to the contrary.

There was a time when no one in the world believed the earth was round; everybody thought it was flat. But that didn't make it flat. It was just as spherical then as it is to-day, and all the false beliefs could not change the fact.

How to succeed. It is a further and most vital fact in Nature, which no amount of false belief can possibly change, that success in life hinges upon one's being a constructive salesman—a securer of progressively profitable patronage—a Business Building Salesman.

That is what a business builder, or one who builds his business, profession, or vocation is.

His success hinges upon the application of facts, functioning in the art of securing progressively profitable patronage, conditioned upon the principle of Service. This is true, whether one is selling cotton, cutlery, or skill; drapery or drudgery; wood, wool, or work. It is true of every person in the world.

If one gets and keeps—has and holds—enough profitable patronage he is a success financially.

If he gets it and keeps it in accordance with the conditions stipulated in our definition, he must be a success in every way.

This is just as true of an institution, or collection of individuals, commercially or otherwise, as it is of the individual.

If a shop or factory or store or professional firm has enough patronage of the right kind it succeeds. If it has not, it fails.

It is a law of life that the success of the individual varies directly with the degree to which he wisely applies facts to the end of securing progressively profitable patronage conditioned upon the principle of Service.

The possible application by any given individual is dependent upon four things:.

1. His desire to acquire facts.
2. His capacity to acquire facts.
3. His desire to apply the acquired facts.
4. His capability in applying the acquired facts.

Both the desire and the capacity of individuals to acquire and apply can, however, be vastly increased in any normal human being.

Illustration. Two men secure positions with a business house at the same time and begin work in the same department.

One retains his position at a good wage; the other fails to make good and is discharged.

The employer—the buyer of the goods or services of each—suddenly decides that he does n't care for or need the particular kind of goods which the man who failed was delivering.

The one whose goods or services the employer continues to buy does n't stop with being a success in his department.

He climbs right up the ladder of success and becomes a director or even an officer in the company.

This often occurs. But it does n't just **happen**. There is a reason—a cause—for it.

It may be that the other man succeeds just well enough to hold his particular position, but never rises above it.

In the broad sense, he has failed. He has failed to progress, "to go forward to ideal completeness or perfection in respect of condition."

He brought his life into alignment with the opposite of progression, namely, retrogression.

When too old to do acceptable work—in the absence of the pension system, which is not as yet

widely prevalent—he is discharged and takes his place among the ninety-five per cent who failed. He probably lands not alone in the ranks of the unemployed, but of the unemployable.

Such cases are not examples of hard luck. They are examples of violation of natural law.

All that we have said is true of salespeople, managers, bookkeepers, stenographers, factory workers, and everybody else.

Here, there, and yonder we find men at the top who began at the very bottom.

Some rise, others fall; some fall swiftly, others gradually.

Some fall into a business rut; others into a business grave.

Some one has said that there is only one difference between a rut and a grave; the grave is simply wider and deeper than the rut. Still another has said that a rut is not so deep as a grave, but it is a great deal longer.

It is a law of life that the success of an institution varies directly with its wise application of facts to the end of securing progressively profitable patronage, conditioned upon the Principle of Service.

Illustration. Two business houses start doing business in the same line, in the same town, at the same time, and their places of business are side by side.

One makes a great success and continues to grow greater and still greater. The other fails. Possibly the house that fails does not go into bankruptcy, but its owners just manage to "keep their heads above water."

They wonder how their competitor manages to grow so splendidly. They work hard and all that, but they don't **progress**. This means that they must gradually go backward until they either fail or sell out.

The one which made the big success either consciously or unconsciously exercised the art of Constructive Salesmanship. The one that failed did not.

The one secured progressively profitable patronage; the other failed to do so.

And this was the cause of the success of the one and the failure of the other. Constructive Salesmanship is the door to the temple of Success, and it swings on the hinge of Securing PATRONAGE of the right kind. Just what is meant by the term "securing," as used in this Science, will be made plain in our next chapter.

Summary

First. The Science which we are here studying underlies the art of securing patronage.

Second. Patronage is the influential support given by customers in making use of anything, established or offered for the use of the public.

Third. Every profitable patron protects, supports,

or countenances you. He encourages and helps your cause, your work, your business, or your profession.

Fourth. To get patronage, you must look upon your patrons as benefactors and treat them accordingly.

Fifth. Everybody who is engaged in useful effort has a patron or patrons.

Sixth. Commercially, life resolves itself into the eternal ebb and flow of selling and buying, buying and selling. The tide goes out from farm, from mine, from forest, from factory, from store and shop; and the flow of revenue comes back to him who obeys the law in exact proportion to the energy of the ebb.

Seventh. Everybody engaged in useful effort is a salesman.

Eighth. Success in life hinges upon being a constructive salesman, a securer of progressively profitable patronage.

Ninth. The constructive salesman's success hinges upon the **application** of facts functioning in the art of securing progressively profitable patronage, conditioned upon the principle of Service.

Tenth. If one gets and keeps—has and holds—enough profitable patronage he is a success financially.

Eleventh. This is as true of an institution as it is of the individual.

Twelfth. The possible application of facts by any

individual to the end of securing progressively profitable patronage depends upon:

1. His willingness to acquire facts.
2. His capacity to acquire them.
3. His desire to apply them.
4. His capability in applying them.

Thirteenth. Just as with the individual, so the success of an institution, partnership, firm, or corporation varies directly with its wise application of facts to the end of securing progressively profitable patronage, conditioned upon the principle of Service.

Fourteenth. The institution that makes a great success, either consciously or unconsciously, exercises the art of Constructive Salesmanship.

In Lesson II we shall continue the discussion of the concepts contained in the definition of the Science of Business or The Philosophy of Successful Human Activity.

TEST QUESTIONS

1. What is the province of the Science of Business?
2. What are the seven facts underlying the Science?
3. What is mastership and where lies the road to mastership?
4. Distinguish between Science and Art as these terms are applied to Constructive Salesmanship.
5. Define the Science of Business Building or Constructive Salesmanship.
6. What is the art of Constructive Salesmanship?
7. What are the four basic factors present in every instance where human relationships are consummated and maintained?
8. How many primary laws are there and to what does each pertain?
9. What is meant by the statement that every one is a salesman: and upon what kind of salesmanship does success hinge?
10. Define "patron" and "patronage."

